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ABSTRACT

This document is a 5-year plan designed to improve the overall service and performance of Iowa community colleges. The plan emphasizes how the Iowa system values maintaining an open-door policy, responding quickly to students, the community, and industry needs, and collaborating with different educational and business sectors. Four major strategic goals for the system are disclosed in the report: (1) providing high quality, comprehensive educational programs and services; (2) developing highly skilled workers to meet industry demands; (3) maximizing financial and human resources to assure that Iowa community colleges are able to compete on national and international levels; and (4) demonstrating effectiveness and efficiency in achieving system goals, such as developing a set of agreed-upon performance indicators common to all community colleges. The report includes examples of programs that can be set up and utilized for achieving and measuring effectiveness. Also included are demographic, educational, technological, political, and economic assumptions for Iowa and its community college system, including: (1) the Iowa population will grow at a slow and steady pace, but the growth will not be uniform across the state; (2) the median age of Iowans will continue to rise; (3) the majority of the current workforce will require additional training and are likely to participate in lifelong learning; and (4) the shortage of skilled workers in Iowa and surrounding states will continue to be a major problem. (MKF)

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Shaping the Future

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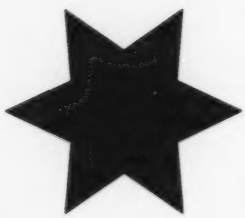

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Acknowledgements

The Department of Education wishes to express special appreciation to Dr. Larry Ebbers, Professor at Iowa State University, for extensively sharing his time and expertise in the development of this plan. A special thanks also to the members of the Stakeholders Working Group (a list of members follows the body of this report) whose hard work is reflected in this plan.

The Department of Education is also grateful to the many individuals and groups that assisted in the development of this strategic plan. These include the Iowa Association of Community College Presidents and the Iowa Association of Community College Trustees.

Special thanks to them for the use of quotations from **The Community Colleges of Iowa@2000.**

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Introduction

In 1965, the 61st Iowa General Assembly passed landmark legislation providing for a system of community colleges across the state of Iowa. In the ensuing decades, thousands of Iowans have benefitted from the educational opportunities that resulted.

In recent years, questions have been raised regarding the governance structure, whether there should be greater uniformity among the 15 community college districts in the state, how to most effectively plan for the future, and how to leverage the resources of the community colleges to advance the economic development of the state. This strategic plan, mandated by the General Assembly in its 2000 legislative session, is the outcome of the Legislature's 1999 Community College Governance Study that reaffirmed the existing governance structure, emphasizing 15 locally elected boards with oversight and coordination by the State Board of Education and the Community College Council. As required by the law, the plan was developed with the assistance of the Stakeholders Working Group.

What's past is prologue.

WILLIAM SHAKESPEARE

Iowa's System of Community Colleges is viewed as one of Iowa's most prized assets, responding to the needs of students, communities, business and industry, and the economy. In creating the five-year plan, the Stakeholders Working Group developed a clear vision and mission for the system, identified shared values about Iowa's community colleges, and clarified a set of key planning assumptions. These served to guide the development of the goals and strategies.

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the VISION

Iowa's System of Community Colleges excels in meeting the individual learning and diverse community needs of Iowa, in preparing the 21st century workforce, and in growing the Iowa economy.

Our system of community colleges is playing a major role in building the new economy — an economy that relies on well-educated productive workers.

GOVERNOR TOM VILSACK

the MISSION

The mission of Iowa's System of Community Colleges in the 21st Century is to provide world-class educational and community services to meet the needs of the people of Iowa.

I find the great thing in this world is not so much where we stand, but in what direction we are moving...

OLIVER WENDELL HOLMES

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Shared values and vision, particularly if they hold throughout your organization, give quality context.

PETER SENGE

the VALUES

Overarching Value: The right of all Iowans to achieve their full potential through education.

1. **Access and Opportunity**

   - Maintaining an open-door policy.
   - Accessibility of high quality community college programs and services in all areas of Iowa.
   - Affordability of education and training to all citizens.
   - Accessibility to lifelong learning opportunities.
   - Meeting the needs of students, including those of diverse racial and ethnic groups and diverse educational needs.

2. **Responsiveness**

   - Flexibility in response to economic change and crises, population changes, technological advances, and the changing needs of business and industry.
   - Expansion of access to learning and business opportunities through enhanced technology.

3. Collaborative Relationships

- Among community colleges to strengthen programs and services.
- With all educational sectors—public and private, K-12, area education agencies and postsecondary—to achieve educational alignment.
- With business, industry, and community organizations such as area economic development groups and chambers of commerce, to build Iowa's economy.
- With and among governmental agencies to use resources effectively.

4. Community and Civic Responsibility

- Assistance to local communities to address their needs, including leadership development, citizenship education, and understanding of diversity and other cultures.

5. Local Control and Shared Responsibility

- Informed decisions that address both local and state needs.
- Communication to local and state constituents of institutional results, success and return on investment.

Don't let adverse facts stand in the way of a good decision.

COLIN POWELL

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the ROLE AND SCOPE

Iowa's System of Community Colleges offers a wide range of programs and services designed to meet the educational, economic, and community needs of Iowa's citizens.

COLLEGE CREDIT PROGRAMS
Iowa's 15 community colleges provide a wide array of career and technical associate degree, diploma and certificate programs. Students may also enroll in arts and sciences associate degree programs that transfer toward baccalaureate degrees.

CONTINUING EDUCATION PROGRAMS
Continuing education programs provide workers with up-to-date skills to meet the ongoing needs of Iowa's business and industry. Courses are also designed to meet the personal needs of local citizens and the community.

SERVICES AND PROGRAMS FOR HIGH SCHOOL STUDENTS
Increasing numbers of high school students are served through Tech Prep programs, early enrollment in community college courses, and alternative high school and GED programs.

DEVELOPMENTAL PROGRAMS
Community colleges serve as the primary source in Iowa to assist students in gaining the skills necessary to enter and succeed in college-level programs.

ADULT EDUCATION PROGRAMS

A wide array of services are available to assist adults in need of basic skills training. These include Adult Basic Education, English as a Second Language, and several literacy programs.

STUDENT DEVELOPMENT PROGRAMS AND SERVICES

A wide range of support and development services are available to students in community colleges. These include comprehensive assessments of interests, skills and abilities to assist in career planning; academic counseling; student activity and leadership development programs; and job placement services.

ECONOMIC DEVELOPMENT PROGRAMS

Iowa's community colleges provide pivotal services to business and industry that enable them to respond quickly to the changing economy. These include customized training programs designed for them and assistance to local communities in their economic development activities.

If you don't know where you are going, any road will get you there.

YOGI BERRA

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The beginning is the most important part of the work.

PLATO, *THE REPUBLIC*

STRATEGIC GOALS

Iowa's System of Community Colleges will:

1. Provide high quality, comprehensive educational programs and services accessible to all Iowans.

2. Develop high-skilled workers to meet the demands of Iowa's changing economy.

3. Maximize financial and human resources to assure provision of comprehensive community college services to Iowans and to allow Iowa to compete on a national and international level.

4. Demonstrate effectiveness and efficiency for achieving the system mission and goals.

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Strategic GOALS

Goal #1: Iowa's System of Community Colleges will provide high quality, comprehensive educational programs and services accessible to all Iowans.

Initiatives:

A. Establish programs and services to meet constituent needs through ongoing assessment and evaluation.

B. Improve articulation of career/technical and arts and sciences programs across Iowa's education system (K-12, community colleges, independent colleges, and state universities) and develop an approach to resolving articulation problems, such as mediation or arbitration, in order to move toward a seamless education system.

C. Provide incentives to develop partnerships between local community colleges, other educational entities, and K-12 districts.

D. Partner, as requested, with K-12 districts that provide alternative high school education as a means of providing greater opportunities for students.

I think the public schools and community colleges work best when we are closely tied and have shared dual programming.

DR. ERIC WITHERSPOON, SUPERINTENDENT
DES MOINES COMMUNITY SCHOOL DIST.

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The open door access policy... is very important and it may even be a critical core value for community colleges. Keep access high - geographically, programmatically, financially, organizationally — whatever you do.

Chuck Betts
Roquette America, Keokuk

E. Expand programs to meet the needs of Iowans for developmental, job training and retraining, and mandatory adult and community education in order to prepare them for success in education, the workplace, and the community.

F. Expand the involvement of business and industry as partners with the community college system to strengthen career and technology-based education programs.

G. Explore options for establishing an electronic system to serve as a one-stop web-site connecting Iowans to life-long learning opportunities at Iowa's community colleges and for providing individual transportable portfolios.

H. Implement strategies to best respond to the needs of adults learning to speak and read English, with special attention to immediate language skills for the workplace.

I. Strengthen the relationship between Iowa's System of Community Colleges and four-year institutions to address the projected shortage of teachers and administrators and the need for professional development on learning, teaching, technology, and leadership.

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Goal #2: Iowa's System of Community Colleges will develop high-skilled workers to meet the demands of Iowa's changing economy.

Initiatives:

A. Seek funding for development, necessary equipment, and implementation of industry standard career and technology-based programs that are articulated with secondary schools and with four-year institutions.

B. Increase the delivery of entrepreneurship programs and services that prepare Iowans to establish and grow their own businesses.

I know most of the people that attend community colleges stay in Iowa.... So I think you all do a very good job.

SENATOR STEWART IVERSON
MAJORITY LEADER, IOWA SENATE, DOWS

C. Strengthen linkages between Iowa Workforce Development, Iowa Department of Economic Development, the Iowa Department of Education, and Iowa's System of Community Colleges to better coordinate preparation of Iowa's 21st century workforce and to grow Iowa's economy.

D. Strengthen the relationships between Iowa's System of Community Colleges and the systems serving individuals with disabilities, the incarcerated, welfare participants, single parents and displaced homemakers, older and immigrant workers, and high school dropouts in order to prepare them to be more productive workers.

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Community colleges really can be agents of change. They can respond more quickly to what's happening in the marketplace...

Debi Durham, President
Siouxland Chamber of Commerce

E. Prioritize addition or expansion of programs and courses to those directly related to high-skill high-wage careers in advanced manufacturing, information solutions, and life sciences and demand occupations documented by regional skill studies.

F. Establish a single point-of-contact process to serve business and industries needing specific training programs delivered at multiple community colleges.

G. Develop a recruitment program to encourage students both in and out of Iowa to enroll in targeted industry cluster programs.

The thing I like about working with community colleges is their ability and desire to change the structure and tailor what they have for what you, in industry, need.

John Sheldahl, President, UAW 450
John Deere, Ankeny

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Goal #3: Iowa's System of Community Colleges will maximize financial and human resources to assure provision of comprehensive community college services to Iowans and to allow Iowa to compete on a national and international level.

Initiatives:

A. Establish a mechanism to identify the two- to five-year projected increases in costs of Iowa's System of Community Colleges.

B. Reexamine tuition costs and available financial aid to assure continued access for students of all income levels.

C. Reexamine the current funding mechanism that supports community colleges through state and local revenue and student tuition.

D. Develop a compensation package for community college faculty and professional staff salaries to be commensurate with the national average within five years.

E. Seek support from business and industry for program development and student assistance.

I think the community colleges are one of those very vital links that link the pieces together for Iowa citizens with regard to education, workforce development, and ongoing training.

Jim Aipperspach, President
Iowa Association of Business and Industry, Des Moines

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Goal #4: Iowa's System of Community Colleges will demonstrate effectiveness and efficiency for achieving the system mission and goals.

Initiatives:

A. Develop a set of agreed-upon performance indicators common to all community colleges.

B. Collect, verify, and publish community college data through the use of the MIS system.

C. Collect one- and five-year implementation plans and annual accomplishments related to the statewide Strategic Plan from each community college and issue a statewide annual report.

D. Establish a recognition program for exemplary activities that address the goals and initiatives of this plan.

Community colleges are the best kept secret in our state. With their open door policy, they welcome everyone from high school students to senior citizens - all wishing to further their education and improve their skills.

Senator John (Jack) P. Kibbie
Emmetsburg

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Key PLANNING ASSUMPTIONS

DEMOGRAPHICS

- The Iowa population will grow at a low and steady pace, but the growth will not be uniform across the state.
- The Iowa population will become more diverse.
- The median age of Iowans will continue to rise.
- The percentage of Iowa high school graduates attending college will increase.
- While the percentage of students graduating from high school will remain high, the number of students graduating from high school will decrease because of population shifts.
- The percentage of college-bound students enrolling in Iowa's community colleges will grow.

We should all be concerned about the future because we will have to spend the rest of our lives there.

CHARLES KETTERING, INVENTOR

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- Eighty-five percent (85%) of community college graduates will continue to remain in Iowa.

- New Iowans (ethnically diverse/immigrants) will increase as a percentage of the population, and will increase the need for programs and services for English language learners.

- Retired adults will return to the workplace and will need training.

- The need for childcare will continue to increase in part because of the high number of families where both parents are in the workplace and because of the increasing number of single parent families.

EDUCATION

- The majority of the current workforce will require additional training and are likely to participate in lifelong education opportunities.

- Community colleges in Iowa share many common priorities and resource needs. There are also priorities and needs unique to specific community colleges.

- Significant numbers of Iowa students will require developmental education, including older students in need of basic skills refresher courses.

- A growing number of students planning to complete a four-year degree will begin college with two years at a community college. Most first generation college students will continue to choose to attend community colleges.

- Qualifications for employment will require increased postsecondary education.

- Higher proportions of minority and ethnically diverse populations begin career preparation in community colleges.

- The level of educational attainment by Iowa citizens is actually lower than that of most other states. While Iowa data shows that the vast majority of individuals over 16 are high school graduates, Iowa has a lower percentage of individuals with four-year degrees or more than most other states.

Change is the law of life and those who look only to the past and present are certain to miss the future.

PRESIDENT JOHN F. KENNEDY

- Iowans will have more access to education through multiple electronic delivery systems.
- The advance of computer technology is creating a digital divide in Iowa as well as in the rest of the nation.
- With high numbers of K-12 and postsecondary teachers, administrators and professional support personnel retiring in the next five years, Iowa's education system will face major personnel shortages.
- There will be faculty shortages in technology and health related fields and compensation packages will be an issue.
- The importance of quality career education for K-12 students will grow as Iowa works toward the goal of having the best workforce in the nation.

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- There will be pressure on education to create a more seamless delivery system.

- Increasing numbers of high school students will complete postsecondary courses while in high school, some even completing an associate degree concurrent with high school completion.

ECONOMIC DEVELOPMENT

- The shortage of skilled workers in Iowa and surrounding states will continue to be a major problem.

- The economic growth will not be shared evenly among all populations, with the gap widening between rich and poor, the skilled and unskilled.

- Iowa's wage level will continue to be lower than the wage levels of many surrounding states.

- Iowa will continue to have a higher percentage of two-income households (in two-parent families) than most other states. Business and industry will continue to demand "just in time" training.

- Iowa's economy will continue to be linked to agriculture, with an emphasis on value-added processing which will call for new skill development.

- Business and education partnerships will continue to increase in numbers.

- The migration of people and businesses from rural to urban areas will have a significant impact on rural Iowa.

- Small business start-ups will continue to lag far behind most states.

- The strong work ethic of Iowa citizens will be attractive to business and industry.

POLITICAL

- Iowa's revenue streams are projected to grow at or slightly above the rate of inflation.
- State and federal revenues for higher education are not likely to increase proportional to the increased needs and demands for education.
- Accountability measures for higher education will increase, with increased attention on return on investment.
- There will be continued pressure on federal and state government entities to adopt unfunded mandates.

I skate to where the puck is going — not to where it is.

WAYNE GRETZKY

- With a decreasing rural population, rural/urban equity will be an ongoing issue and unlikely to be easily resolved, which increases the importance of addressing equity of community college services across the state.
- Balance between meeting state policy goals and local control is desirable/essential.

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TECHNOLOGY

- Constantly changing technology in the workplace will require a retraining of the existing workforce.

- Distance delivery of education through the Internet and ICN will require adaptation of curriculum and innovation in teaching strategies in order to have quality educational programs.

- New technology will increase access to community college programs and will also increase the number of education institutions competing for the same students.

- The rapid advance of technology will require significant investment in the technology infrastructure and equipment.

- Iowa public policy regarding technology will seek to avoid the "digital divide" between rich and poor and urban and rural.

- The state of Iowa will have to address infrastructure issues, including electrical power, roads, and fiber optics if the inequities between rural and urban Iowa are to be remedied.

- As growing numbers of Iowa youth become computer literate at early ages, the education system will face increasing pressure to be on the leading edge in use of technology in the classroom.

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